

**CONFIDENTIAL**

*per 10*

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

Intelligence Secretarial Career System

**FROM:**

R. W. Manners  
Director, Foreign Broadcast  
Information Service

**EXTENSION****NO.**

FBIS-0180-88

**DATE**

29 July 1988

**TO:** (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for  
Science and Technology  
Room 6E45, Headquarters

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

FORM  
1-79**610**USE PREVIOUS  
EDITIONS**CONFIDENTIAL**

★ U.S. Government Printing Office: 1985-494-834/49156

**CONFIDENTIAL**FBIS-0180-88  
29 July 1988

MEMORANDUM FOR: Deputy Director for Science and Technology

FROM: R. W. Manners  
Director, Foreign Broadcast Information Service

SUBJECT: Intelligence Secretarial Career System

25X1 1. With the Intelligence Secretarial (IS) System currently being reviewed by the Office of Inspector General, I feel obliged to summarize some concerns that [ ] and I have with the current system. You should also know that these joint concerns were passed on last week to the IG team leader during an interview with Bob.

2. Our concerns fall into two main categories: existing elements of the IS system itself, and Directorate policies on implementing and managing the system. Having lived with the system now for two years, I feel that some changes need to be made to strengthen the IS system in ways that both protect the IS careerists and assist Agency management. I feel that a definite imbalance exists in the system in that it focuses on the financial rewards of the secretaries (creating separate wage scales and bonus systems) and pays less attention to genuine career development and how the IS career track can best assist office management in carrying out the Agency mission.

3. Specifically, we passed the following concerns along to the IG:

- It is unclear what authorities an office has in reassigning secretaries to provide them with broader experiences, thus serving individual career development goals, and to put your secretarial strength where it is best needed. In other words, should we not have an assignment policy or plan that allows an office to place secretaries in a variety of jobs over the course of a career in the same fashion we assign our SIS officers? In conjunction with our question over authorities within an assignment policy, we wonder what the secretaries themselves expect with regard to possible rotations or transfers within an office. Is there an understanding among them, for example, that offices may (or do) have the authority to switch secretaries when one incumbent who is less skilled is blocking a position that a more deserving or better skilled secretary should or could be filling?

**CONFIDENTIAL**

**CONFIDENTIAL**

SUBJECT: Intelligence Secretarial Career System

- I do see the wisdom of requiring secretaries to acquire shorthand as a skill for consideration to promotion to IS-4. However, all IS-4 level secretarial positions should not necessarily have shorthand listed as a prerequisite for incumbents or aspirants. There are many, many senior managers who never use dictation or secretarial positions where shorthand simply is not needed. Required individual skills and position needs are two different things.

- The performance award mechanism is too inflexible and needs drastic changes before it will be seen by management and secretaries as a fair method of rewarding superior performance. The pro rata approach toward eligibility to receive performance awards leads to inequities in the system. For example, since FBIS has only two IS-04 secretaries owing to the existing quota system, only one person is eligible for an award, whereas a larger office such as OD&E may be entitled to eight or nine awards. How does this system guarantee that one of the OD&E quota is truly more deserving than one in another office quota? I feel that you, within the authorities of the DDS&T, should be able to redistribute or reallocate the awards based on an assessment of the past year. There may be offices in the Directorate which have secretaries whose exceptional performances over that year would make them more deserving than secretaries from another office that is entitled to more award nominations.

- Thought should be given to establishing a tiered award system. This could take the shape of providing leeway to reward different awardees with different amounts. The real "water walkers" no doubt deserve the highest amount each year they stay above water, but the other outstanding secretaries should be entitled to awards of lesser amounts. Perhaps a distinction between part-time and full-time secretaries should also be considered in the award system. No doubt, part-timers are deserving of awards within the system, but generally their responsibilities and work pressures are less than those of the full-timers.

- Why not bring QSI's back into the system? If we cannot restructure the performance award mechanism, at least the QSI could be given to those deserving secretaries shut out by the quota or pro rata systems.

- Additional flexibility could be achieved by allowing unused award monies in one level to be applied to another level.

**CONFIDENTIAL**

**CONFIDENTIAL**

SUBJECT: Intelligence Secretarial Career System

- One final suggestion: an informal poll among FBIS secretaries argues strongly against announcing the award winners during Secretaries Week. Unfortunately, some secretaries are not even recognized during that week by their (admittedly callous) bosses, and not to receive an award is a double blow to them. Even those recognized with presents or lunches can be deflated at the same time by the knowledge that they did not receive an award, or they think that the lunch is a consolation prize only.

25X1 4. You should also know that Bob is meeting with [ ] and with OP's Secretarial Program Coordinator to discuss some of these concerns and to discuss the program in more general terms than were raised in the IG interview.

25X1 [ ]  
R. W. Manners

## Distribution:

Orig - Addressee

1 - DS&amp;T Registry

1 - D/M&amp;P/DS&amp;T

1 - Associate Deputy Director/ODB [ ]

1 - [ ]

1 - DC/Pers/FBIS

1 - [ ]

1 - [ ]

1 - [ ]

1 - D/FBIS Chrono

1 - RWM Corres file

1 - FBIS Registry

25X1 DS&T/FBIS, [ ] (29 Jul 88)

**CONFIDENTIAL**